

**PLEASE NOTE THAT THIS DOCUMENT WAS COMPILED ON THE 26<sup>TH</sup> MARCH 2010 WHICH WAS WELL BEFORE THE CAPE FILM LOCATION GUILD WAS STARTED.**

**SUGGESTED DATES MENTIONED WERE RELEVANT TO THE FIRST QUARTER OF THIS YEAR, THESE WOULD NOW NEED TO BE ADJUSTED IF THE GUILD ADOPTS THIS DOCUMENT AS A GUIDELINE.**

**PLEASE MAKE YOU COMMENTS KNOWN IN THE FORUM.**

**PLEASE ALSO VISIT MARTIN'S WEBSITE ON [WWW.MARTINCUFF.COM](http://WWW.MARTINCUFF.COM)**

# MARTIN CUFF CONSULTING

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## **PROGRAMME OVERVIEW: CAPE LOCATIONS GUILD**

### **1. BACKGROUND / PROBLEM STATEMENT**

There is currently a multiplicity of problems concerning locations usage in Cape Town. These include:

- Industry information sharing limited
- Dramatic increase in events in City creating competition for scarce locations
- Business and Residents Responsiveness: film friendliness is a 2 way street
- Communication between Industry, Permit Office and Directorates
- Frustration with antiquated permit system leading to “maverick” activities
- The waiver of location fees created negative impact on bookings (Blanket / Block Bookings)
- New location managers/unit/PM not adequately informed / experienced etc.
- General abuse of systems
- General Line Department hostility
- Poor on set compliance
- Lack of positive marketing to communities within the city
- City process preventing ring-fencing of potential income (ie away from affected communities)
- General Legislative Processes: Time
- Increase in Citizen / Business Associations awareness / involvement in hotspots / sensitive areas



## **2. PROPOSED SOLUTION: CAPE LOCATIONS GUILD**

The industry believes that many of the Location Management issues faced by the industry could be eradicated if the Industry

- Be mandated by organizations aimed at ALL locations professionals`
- Work towards Accreditation of professionals
- Play a vital role in communicating locations issues amongst members
- Play an integral role in training & development

The aim of the Locations Guild is to provide a pool of empowered top level locations professionals, who can in turn empower the industry. It is also proposed that a Locations Guild would:

- allow the industry to set its own standards
- increase awareness of the importance of locations to the production process
- recognize achievements (and career opportunities) in the film industry
- improve public relations by improved production management

There are additionally a number of “soft” benefits for the industry – as well as other stakeholders such as the City, the Provincial Government, private land- and property-owners, communities etc., including:

- The industry to be more proactive in location management issues
- Clear and timely information on all restrictions of Film Locations in Cape Town, allowing for pre-emptive action by the industry and the elimination of risk.
- Opportunity for industry to reclaim its power from government, making the industry part of the solution.
- A reporting procedure formally introduced through which information is freely distributed to stakeholders, and by which clear communication channels and report back mechanisms are implemented so that when issues are raised they are immediately recognized, properly documented and a strategy & time line set in place for their resolution.

## **3. VISION**

Our vision is a film industry stocked with talented, experienced, qualified locations professionals able to add value to any production they work on.

## **4. MISSION STATEMENT**

Our mission is to support and improve the standards of Locations Management in Cape Town, thereby contributing to the economic growth and sustainability of the film sector. By providing the Guild’s members with meaningful credentials, standards and routes of communication, the Guild will build professionalism and improve standards of service to production companies.



## 5. MANDATE

The mandate of the Cape Locations Guild includes:

- to be the central hub and information resource for all matters relating to the Location and filming on Location in Cape Town
- to communicate locations issues to the industry in a timely manner, using internet technology and other tools
- to recommend Codes of Conduct and other best-practice processes for on-location filming
- to recommend standards of training and experience for Locations Crew
- to introduce ratings / standards for Locations Crew
- to liaise with training institutions to ensure training of new Locations Personnel
- to identify problem locations before they are made off-limit
- to work with producers and other parties to change attitudes of government departments and other agencies to the issues of on-location filming.
- to promote a positive image for on-location filming to the local community

## 6. VALUES

The values that will define the Locations Guild include:

### **Independence**

The Cape Locations Guild is specifically structured as an independent body with a wide range of stakeholders; this means it must always operate independently, impartially and with integrity. Comprehensive governance procedures will support this.

### **Professionalism**

The Cape Locations Guild aims to be a professional organization committed to the achievement of excellence and regarded well by the film and television industry. It will be sought after as the receptacle of film industry best-practice information on locations and will leverage that knowledge for the development of the sector.



### **Innovation and Flexibility**

The Cape Locations Guild strives to remain current and informed, and to proactively anticipate and respond to changes in the business environment.

### **Ethical Behaviour**

Cape Locations Guild and its members aim to be regarded as professional, honourable and honest. Impartiality and integrity are invaluable characteristics.

### **Passion and Commitment**

The Cape Locations Guild encourages Locations Professionals to be passionate about, and committed to, achieving the Vision, and to delivering the mission. This means taking initiative and continually striving for success.

## **7. STRUCTURE - LEGAL FORM**

The Cape Locations Guild is structured as an independent, not-for-profit, Private-Public Partnership company. It will be managed by a single staff person, with the possibility of an additional secretary or assistant depending on the workload.

## **8. THE BOARD**

The main method of management, oversight and due diligence for the Cape Locations Guild will be the Board of Directors. The Directors essentially provide supervision for the INTERNAL strategy, operations, organizational development and delivery of the Commission.

The Board of Directors give of their time to serve on the Board on a pro-bono basis. Directors, including the Chairman, will serve for a maximum two-year term, with allowance made during the first three years for staggered membership to ensure continuity of institutional knowledge.

The Board's role is to ensure that the commission achieves its mission and objectives and to oversee the Commissioner and the program. The Board will be governed by stringent corporate governance, to ensure transparency and fairness.

The Board is specifically designed to include individuals with key skills and experience necessary for the delivery of the Cape Locations Guild's projects. These skills may include (but are not limited to):

- Legal
- Financial Management
- Marketing
- Project Management



Organizational Development  
Economic Development  
Human Resources  
Sector-specific experience.

## 9. MEMBERS

Members of the Location Guild are described as follows:

INDIVIDUAL MEMBERS are individuals who make their living in the field of on-location filming, with a specific focus on locations. Individual job titles would include:

- Locations Managers
- Locations Assistants
- Locations Scouts
- Locations Agents
- Unit Managers
- Stills Production Managers
- Stills Production Assistants

Should the organization wish to develop a broader membership base, the following could be considered.

COMPANY MEMBERS are film industry companies with 2-20 employees, working in the field of locations and on-location filming. Company descriptions would include:

- Locations Management Companies
- Location Scouting Companies
- Locations Support Service Companies
- Locations Agencies
- Locations / Web-Software Solutions

NON-VOTING MEMBERS are home owners or locations owners who would contribute a lesser fee to be on the general locations radar and listed as an official Cape Location.



## 10. FUNDING OPTIONS

Individual Membership Fees: R 1500 per annum

Job Title	Number of Members	Annual Fee	Possible Income
Locations Managers	20	R1,500	R30,000
Locations Assistants	40	R1,500	R60,000
Locations Scouts	40	R1,500	R60,000
Locations Agents	20	R1,500	R30,000
Unit Managers	10	R1,500	R15,000
Stills Production Managers	30	R1,500	R45,000
Stills Production Assistants	40	R1,500	R60,000
Environmental Control Officers	10	R1,500	R15,000
Home Owners	100	R300	R30,000
			<b>R345,000</b>

Other funding options include:

- Start-up grants
- Sponsorships
- In kind services in lieu of costs
- Any other proceeds realized through ancillary projects

## 11. STAKEHOLDERS

The Cape Locations Guild has a broad range of stakeholders

### Film & Stills Producers

Producers are key clients of the Guild in that they hire the members for their productions

### International Clients

International decision makers looking for cost-effective, well-managed locations for their productions; the success or failure of the organization impacts on these clients.



### **Government and its Agencies**

Integral to the future of the production industry is political buy-in and awareness growth amongst politicians and key influencers. These are important because they

- have the power to create and implement film-friendly legislation;
- are responsible for service delivery to then sector (issuing of film permits, provision of traffic services etc.)

### **Local Communities / Residents Associations**

We cannot claim status as a “film friendly” destination without the awareness and acceptance of local communities. These communities are located throughout country, and can be served by providing information on the numerous advantages the Film Industry brings to the economy. Ordinary citizens are also important stakeholders of the Cape Locations Guild for several reasons:

- their neighbourhoods and environment form the all-important filming locations that are central to the success of the guild’s efforts;
- their taxes are used in government funding of film commissions & permit offices;
- they are the source of both labour and talent for the sector;

### **The Business Community**

The business community incorporates the broader range of companies conducting their business activities in Cape Town including Insurance Companies, the Banking Sector, the Health sector etc.

### **The Media**

The Media – radio, press, television, internet – is important, not only because it has the potential to positively disseminate our message to other stakeholder groups, but also because it equally has the potential to negatively subvert our messages.

To create buy-in, the stakeholder base will receive targeted communication from the Cape Locations Guild and will be invited to participate in annual general meetings, stakeholder forums and other events. An e-mail database will be developed to consist of individuals from the broader film community nationally and internationally, the international investment and financial community, local and national government and the media.



## **12. DELIVERABLES OF A CAPE LOCATIONS GUILD**

Specific deliverables would include:

- Creation and establishment of a Cape Town Locations Guild
- Articles of Association
- Monthly Management Plan
- Financials and Funding Requirements
- Membership Criteria
- Membership Fees
- Membership Application Forms
- Disciplinary Processes
- Locations Professional Standards
  - Locations Managers
  - Locations Assistants
  - Locations Scouts
  - Locations Agents
  - Unit Managers
- Locations Code of Conduct
- Insurance
- Members Meetings; Processes

## **13. OUTCOMES**

The principle outcome of such a Locations Guild would be significantly improved Location Management in Cape Town, with other spin off benefits including:

- improved resource management
- Improved clarity regarding jurisdictions / locations
- Provision of timely information on location availability
- Alleviation of CTFPO staff stress and improvements in morale
- Training & development of new locations staff in time for 2010 Fifa Soccer World Cup
- The industry to be more proactive in location management issues
- A reporting procedure formally introduced through which information is freely distributed to stakeholders, and by which clear communication channels and report back mechanisms are implemented so that when issues are raised they are immediately recognized, properly documented and a strategy & time line set in place for their resolution.
- Clear and timeous information on all restrictions of Film Locations in Cape Town, allowing for pre-emptive action by the industry and the elimination of risk.
- Opportunity for the CFC to bring the industry further “on board” – making the industry part of the solution.



## **DETAILED ACTION PLAN**

Martin Cuff Consulting proposes the delivery of the project in a number of Phases. These phases may run consecutively or simultaneously, depending on the availability of and access to information. It is assumed that, following a period of research / information gathering / consultation, the project would be delivered so that the Guild can be launched in time for the start of season in September / October 2010. The detailed Action Plan is therefore as follows:

### **Phase 1: RESEARCH**

Timeframe: Immediate (Months 1)

- A formal schedule of stakeholder meetings with Locations Professionals and Industry reps, to assess what the Industry wants from the Guild. This to include:
  - Membership Criteria
  - Industry Standards
  - Locations Code of Conduct
- Each meeting to involve Notification, Agendas, Minutes, Action Plans, distributable to the industry.

### **Phase 2: DEVELOPMENT**

Timeframe: Immediate / Short Term (Months 2&3)

The purpose of Phase 2 is to formulate draft processes through which the Guild can be delivered (taking into account legislation & policy, available resources, inter-linkages and competing requirements). Key activities include:

- defining objectives;
- timing and phasing
- broad financial estimates
- Sponsorship outline

This to be reinforced by

- Stakeholder interaction
- Each meeting to involve Notification, Agendas, Minutes, Action Plans, distributable to the industry.

### **Phase 3: PLANNING**

Timeframe: Medium to Long Term (Months 4)

The purpose of Phase 3, is to develop an "Implementation / Operational Plan" or TEMPLATE in order to ensure that the goals of the Locations Guild are translated into actions and achievable developmental goals. Hire Executive.

### **Phase 4: DELIVERY**

Launch and operate the Locations Guild. (Handover to new Executive Officer)



## PLAN SUMMARY

Phase	Timeframe	Detail	Measurement	Indicators of achievement
<b>PRE-PLANNING</b>	Month 1	Briefing  Approval of the project & meetings held with CFC project leader & Reference group as appropriate  Contracting, Draft Documentation / Questionnaires	Minutes of meetings: Meeting with CFC project leader Reference group as appropriate	Approval of the project & meetings held with CFC project leader (& Reference group) as appropriate
<b>Phase 1: RESEARCH</b>	Month 2-3	Initiate research phase  Comparative Analysis of International Guilds  Develop Guild Documentation	Copy of report & minutes of meetings including attendance register	Identification of Categories of institutions and role-players involved Input on Membership Criteria Input on Locations Management Best Practice.
<b>Phase 2: DEVELOPMENT</b>	Month 2-3	Draft Documents produced	Copy of draft report & minutes of meetings including attendance register.	
<b>Phase 3: PLANNING &amp; RECRUITMENT</b>	Month 4	Detailed Membership Criteria Articles of Assn. Proposed Industry Standards  Basic Membership Forms  Information Pack Explanatory Documents for Marketing Purposes Recruitment of Members	Copy of draft report & minutes of meetings including attendance register.  Documentation	Documents in place  Members



<b>Phase 4: DELIVERY</b>		Launch meetings		
<b>Closure</b>	Month 5	Monitoring & Evaluation. Recommendations  Programme completed	Approved by CFC	Final Report



## **ABOUT MARTIN CUFF CONSULTING**

Martin Cuff Consulting is a small Cape-based business dedicated to assisting the needs of Film Commissions worldwide. Martin Cuff Consulting opened in July 2006 with the goal of assisting governments and their agencies to extract maximum economic value from the global film industry. Since that time, Martin has worked with the Serbia Film Commission, the Georgian National Film Center, Shoot Latin America, the Durban Film Office, the KZN Film Commission, the Eastern Cape Development Corporation, Nelson Mandela Bay Metro Municipality, the Gauteng Film Commission, the Kenya Film Commission the Amathole District Municipality, the Buffalo City Municipality, the Durban Film City Initiative, the South African Screen Federation, the National Association of Model Agencies, the South African Association of Stills Producers and the Association of Film Commissioners International. Martin was the Film Commissioner of the State of Colorado in the USA, and the COO of the Cape Film Commission in South Africa.

More information on the history, services and projects of Martin Cuff Consulting is available at [www.martincuff.com](http://www.martincuff.com)

